A Synopsis

On

The effect of expatriates' cross-cultural training on cross-cultural adjustment and job performance.

For registration

In

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Under the supervision of:

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Submitted by:

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1. Topic of Research

The effect of expatriates' cross-cultural training on cross-cultural adjustment and job performance.

2. Introduction and Review of Literature

2.1 Introduction

Due to globalization of the world market, it is mandatory for companies to manage a successively diverse workforce and diversify their business worldwide with the use of expatriation. Managing international assignments emerge as a critical challenge for multinational companies as the company' success largely depends on this (Kaur ,2018). Nationals of the parent nation face many problems in all facets of life, including everyday lives, jobs, and socialisation. As a result, PCNs (Parent Company Nationals) need a significant amount of time to adapt to diverse cross-cultural settings and to be able to meet multiple difficulties when operating in different cross-cultural environments. "An expatriate is an individual sent on a job assignment from a corporate parent corporation to a host country outside of the country (Aycan & Kanungo, 1997)". An expatriate who is sent to another country for an international assignment by their company is known as an organisational expatriate, whereas self-initiating expatriates are those who want the project of their own for career advancement, professional experience, cultural competency, and other reasons. Expatriates face many obstacles when living and working overseas (Black *et al.*, 1991). As a result of the challenges in adapting in a foreign environment, a concern arose about how to increase effectiveness in the host country and reduce the failure rates of expatriate assignments, among other things. In this case, cross-cultural adjustment, or the degree to which an expatriate is

socially relaxed in order to confront different facets of a new world, plays a major role in overcoming these difficulties (Koveshnikov *et al*., 2014)

In 2021, the cumulative number of expatriates worldwide was estimated to be about 87.5 million, according to a recent research study released by Finaccord. Provided that there were about 52.8 million expatriates in 2013, this number has risen at a compound annual rate of 5.8% since 2013. One of the most comprehensive polls of expats. And the proportion of the global population made up of expatriates rose from 0.75 percent in 2013 to 0.90 percent in 2017, which is expected to grow to 1.13 percent by 2021. According to a recent United Nations survey, India has the world's largest expatriate population, with 18 million Indians residing outside their homeland by 2020. According to the report, the UAE, the United States, and Saudi Arabia host the most Indian migrants.

PCNs who have successfully adjusted, feel safe and focused on their jobs, while others who have failed to adapt experienced emotional and intellectual dissonance, including cultural shock, homesickness, and loneliness. As a consequence, this disagreement may have a significant negative impact on job success (Chen *et al*., 2011), thereby preventing the success of a growing business. Therefore, firms should support expatriates if it wants to achieve their goal (Haung *et al.,* 2005). As a result, cross-cultural training plays an important role to enhance cross-cultural adjustment of an expatriates and their job performance.

2.2 Review of literature and hypotheses formulation

In a global market where rivalry is continually increasing, companies must staff branches internationally with workers from their home country business in order to establish a domestic footprint and maintain foreign competition, which is referred to as expatriation. The expatriation process necessitates thorough preparation and preparing prior to departure, as well as adaptation while in place and re-adaptation upon returning to one's home country. Problems that emerge during the foreign assignment can result in expatriate failure, which is the premature termination of the assignment (Kaur, 2018). Expatriates face a very different environment and society, which necessitates a very different lifestyle and range of interactions. This poses a number of challenges and necessitates the requisite adjustments to survive and exist in a foreign environment. Changes that occur as a result of cross-cultural shifts can tend to be stressful. To make changes a success, expatriates must have patience and keen interest. According to Aycan (1997), expat face obstacles to live in a new country and adjustment is a key factor in reconsidering assignments in the same country. Expatriates who have successfully

adjusted to their current working culture are more likely to do well on overseas assignments than those who have not (Lee & Kartika, 2014; Wu & Ang, 2011). Therefore, organisations' success largely depends on the successful cross-cultural adjustment which consequently enhance expatriates job performance.

Cross-cultural training

Cross-cultural training (CCT) is described as a systematic instructional initiative to improve cross-cultural transition and communication through affective, behavioural, and cognitive improvements (Landis *et al*., 2004). The aim of cross-cultural training is to prepare members of one culture to successfully engage with members of another culture, as well as to open their minds to quickly adapt to their new roles and cross-cultural environments. (Brislin & Petersen, 1986; Mendenhall & Oddou, 1991). Organizations have had a tough time finding eligible applicants for expatriation. As a result, the education they provide their staff and family becomes vital. Both academic scholars and human resources (HR) professionals now agree that pre-departure planning and cross-cultural training will assist expatriate employees in adjusting to new environments (Forster, 2000). Tung (1981) distinguishes five distinct educational programmes and puts them on a timeline: (1) school instruction; (2) community assimilator; (3) accent instruction; (4) awareness instruction; and (5) field knowledge.

Cultural intelligence (CQ)

CQ is a term that emerged from a particular research framework, namely, the field of multiple intelligences (Gardner, 1993). The "ability to act and handle successfully in culturally diverse settings" has been generally accepted as the definition of this concept (Earley & Ang, 2003). Earley & Ang (2003) proposed a three-dimensional (cognitive, motivational, and behavioural) multi-factor cultural intelligence construct. Later, Ang *et al.* (2007) inserted a fourth dimension (metacognitive) to the construct and characterized it as the "individual's capability to function and manage effectively in culturally diverse settings" Later, the ability to successfully acculturate to new environments, work easily and effectively in a cross-cultural context, and communicate with people from various cultural settings is referred to as cultural intelligence (Earley & Ang, 2003). The first is cognitive cultural quotient (CQ-knowledge) that refers to a persons' abilities to make similarities and difference between cultures (Ang *et al*.,2007). It includes knowledge of specific norms, convention and practices in a foreign country (Earley & Ang, 2003). Study shows cognitive CQ have not found significant relation to any of the facet of cross-cultural adjustment (Huff *et al.*, 2014). The second is culture-related meta-cognitive

CQ is characterised as one's awareness or control over cognitions that facilitate intensive information processing (Ang *et al*., 2004). It is made up of cognitive techniques that are used to learn and generate coping mechanisms. (Ng & Earley, 2006). It includes ability to plan monitor, for countries or groups of individuals, and review mental models of cultural norms (Ang *et al.*, 2007). Motivational CQ refers to how an individual learn about and function in other cultural settings. It is an individual's intrinsic motivation and self-efficacy to active in different cross-cultural settings. Individuals with high motivational CQ are more open and engaged in continuous adaptation to a new culture environment (In both works related and Non-work-related environment). (Ang *et al*., 2007; Chen *et al*., 2012; Huff, 2013; Kim *et al*., 2008; Templer *et al.*, 2006). The behavioural aspect of cultural intelligence involves the capability to engage in adaptive behaviours in accordance with cognition and motivation based on cultural values of specific. According to Earley & Ang (2003), Those with a high behavioural CQ can adapt their behaviour to the environment using verbal and nonverbal cues, such as using culturally relevant vocabulary, language, movements, and facial expressions. Individuals with a high score on this component are capable of changing their behaviour in response to situational cues, especially cultural cues. (Subramaniam *et al*., 2011).

Cross-cultural adjustment

Cross-cultural adjustment is generally defined as the process of adaptation to living and working in a foreign culture. It is the perceived degree of psychological comfort and familiarity a person has with the new host culture (Black, Mendenhall, & Oddou, 1991). Cross-cultural adjustment (CCA) is divided into three facets: general, social, and work (Black *et al.*, 1991; Takeuchi *et al*., 2002). CCA-general defines the degree of comfort that expatriates undergo in overall acclimatisation and adaptation to basic living conditions that define a cross- border countries, such as food, housing, and health services, leisure, cost of living, and environment. CCA-social refers to how comfortable expatriates are communicating with host nations at work and outside of work. Since it involves cultural contact with locals whose beliefs, assumptions, and belief structures vary from those of foreign expatriates, social transition is considered the most difficult subcategory of CCA (Calvelli & Cannavale, 2019; Johnson *et al*., 2006). CCA-work refers to an expatriate's level of ease in transitioning to particular employment rolls, success expectations, and supervisory responsibilities in their new positions and environments. (Arokiasamy & Kim, 2020).

Job performance

Job demands, the company's goals and intent, and internal principles for which behaviours are most respected all influence the essence of JP in an organisation (Motowidlo & Schmidt, 1999). It is one of the most important terms in businesses and organisations, and it is regarded as a dependent variable by the majority of researchers (Impelman, 2007). According to Harrison & Shaffer (2005), the time and energy (effort) an expatriate devotes to his or her career determines job performance. Job performance is a multidimensional construct which include three dimension which is task performance, contextual performance and the third is assignment specific performance which is given by Caligiuri (1997). Researchers have used a variety of sources to assess expatriate work results, including colleagues, supervisors, subordinates, and others, who may be either host country nationals or third country nationals.

Cross-cultural training and cross-cultural adjustment relationship

In the literature of cross-cultural adjustment, cross-cultural training plays an important role to improve cross- cultural effectiveness of tertiary students' academics and career related performance (Sit *et al*., 2017). For enhancing cross-cultural adjustment comprehensive predeparture training play a significant role than length of predeparture training (Moon *et al.,* 2012). Cross-cultural training significantly affects all dimension of cross-cultural adjustment, it is significantly varying according to the types of training received (Waxin & Panacci, 2005). Cross-cultural training received by expatriates in joint venture exhibits very weaken relation between training and work adjustment but shows zero relation in case of western expatriates in other types of operations (Brewster *et al.,* 2005)

Hypothesis 1. Cross-cultural training is positively related with cross-cultural adjustment.

Cross-cultural training and job performance relationship

Interaction and work change of expatriates have a big effect on job results; they partly mediate the training-job performance relationship (Wang & Taran, 2012). Intercultural training is viewed as a way of mitigating pressure and confusion (Befus, 1988; Zakaria, 2000;) thus increasing both work satisfaction (Bozionelos, 2009; Eschbach *et al*., 2001) and job efficiency (Black & Mendenhall, 1990). It has the potential to minimise or eliminate failure of expatriate assignments (Giacolane and Beard, 1994). The effectiveness of cross-cultural training on work success is influenced by supervisor cross-cultural training (Turner,2007). Cross-cultural

preparation is an effective HR intervention for improving IT service providers' CQ, which affects their task efficiency. (2017, Presbitero & Toledano).

Hypothesis 2. Cross-cultural training is positively related with expatriates' job performance.

Cross-cultural training and cultural-intelligence relationship

Prior to expatriation, cross-cultural experience is supposed to have a positive impact on an expatriates' CQ. The social learning hypothesis is the first scientific explanation for this optimistic relationship (Bandura, 1977). This is one of the most common explanations about why cross-cultural training is beneficial (Littrell *et al.,* 2006). Training provides in the form of lecture form increase the cognitive and behavioural components but less affect to motivational CQ (Gundlach & Grigorian, 2011). Cross-cultural experience prior to expatriation (Black and Mendenhall, 1990), may help expatriates establish competences or practise acceptable habits to adapt well in foreign countries by studying and witnessing diverse cultures. As a result, Expatriates can develop their cognitive and behavioural abilities in dealing with cross-cultural circumstances (Littrell *et al*., 2006).

Hypothesis 3. Cross-cultural training is positively related with cultural intelligence.

Cultural intelligence and cultural adjustment relationship

A study on Nordic expatriates in USA show cultural intelligence an important factor to facilitates cross-cultural adjustment (Guðmundsdóttir,2015). Cultural intelligence's cognitive aspect has a beneficial relationship with interaction cultural adjustment in general (Ramalu *et al.,* 2010). Study on expatriates in Malaysia reveals greater effect of cognitive CQ on general and interaction adjustment of cross-cultural adjustment (Subramaniam, 2011). The better the capacity to adjust with general and interaction change, the higher the meta cognitive CQ. (Subramaniam *et al*., 2011). Other study found meta cognitive CQ not a significant predictor of cross-cultural adjustment (Konanahalli, 2014), motivational CQ greatly affect all types of cross-cultural adjustment than five factor model of personality traits (Huff *et al*., 2014). Motivation CQ have significantly affect general and interaction facet of cross-cultural adjustment, it implies that greater motivational CQ, greater ability to perform general and interaction adjustment (Ramalu *et al*., 2010). The majority of previous research found that motivational CQ was the only CQ dimension that was closely linked to CCA. (Ramalu *et al*., 2010; Subramaniam, 2011). A study on Filipino expatriates found Behavioural CQ significantly affect with all dimension of cross-cultural adjustment (Dinglasa, 2020).

Hypothesis 4. Cross-cultural intelligence is positively related with cross-cultural adjustment.

Cultural intelligence and job performance relationship

CQ has been suggested as a core aspect of competitive managerial relationships in foreign markets (Alon & Higgins, 2005). Since it is positively linked to individual performance (Chen *et al.,* 2011). Individuals with a high CQ score are predicted to do well at work because they are better able to respond to new cultural situations (Ramalu *et al*., 2012; Tsai & Lawrence, 2011). Individuals with higher CQ have innate motivation in cross-cultural environments, which increases the impact of an individual's sustained commitment toward their goal in various cultural contexts, while those with high behavioural CQ are more adaptive with their verbal and non-verbal actions to satisfy others' standards (Kumar *et al*.,2008). Misunderstanding can be reduced, and job success can improve. High-motivational CQ individuals can do well on tasks because they focus their attention on learning role requirements, particularly though role sender prompts are confusing due to cultural differences (Stone-Romero *et al.,* 2003). A study found the relation between CQ, job satisfaction and job performance and concluded that job satisfaction carries the influence of CQ over to job results, so global managers with high CQ have more job satisfaction in an international environment and therefore perform well (Barakat *et al.,* 2015).

Hypothesis 5. Cultural intelligence is positively related with job performance.

Research Gap

The above literature highlights that most of the studies have been conducted in West to East countries (Arokiasamy & Kim, 2020). But there are very limited studies conducted in Asian context. Therefore, there should be a research on more diverse culture in Asia, more specifically on expatriates from India who are working in different countries.

I. Most of the research on expatriate’s cross- cultural adjustment conducted in west to east nations, few studies are conducted in east-to-east nation.

II. Although cross-cultural adjustment of expatriates has been covered very much in the literature, but measurement of cross-cultural adjustment requires empirical validation.

III. Very limited studies have been conducted showing the effect of cultural intelligence on outcome variables.

IV. Few studies have taken cross-cultural training effect on expatriates' cross-cultural adjustment and their job performance.

3. Objectives of the study

The main objective of this study is to assess the effect of Cross-cultural training of the expatriates on their adjustment and job performance. To achieve this main objective following objectives are set:

I. To assess the effect of cross-cultural training on cross-cultural adjustment as well as expatriates' job performance.

II. To study the impact of cross-cultural training on cultural intelligence.

III. To assess the impact of cultural intelligence on cross-cultural adjustment and expatriates' job performance.

IV. To provide suggestions to the organizations operating in India to effectively implement cross-cultural training programmes.

4. Scope and relevance of the study:

Scope: The present study will focus on the expatriates from India working in different countries. The study will take multinational companies including both manufacturing and service industries. The study will include a sample of 500 expatriates from 150 organisations operating in North India specifically in National Capital Region (NCR).

Relevance of the study: There is a need to recognise the success of foreign assignees as a result of global market growth and competition. The success of a firm largely depends on the success of an expatriates because expatriate's failure creates direct or indirect cost for firm. For this MNCs should allocate more resources and attention to manage expatriate's performance. The organisation which frequently work in the favour of their expatriates achieve their goal and expand their business worldwide. The different types of cross-cultural training adopted by the organisation leads to better cross-cultural adjustment as well as enhance job performance of expatriates which in turn reduce failure rates of expatriates' assignment and mental and emotional dissonance of expatriates. Most of the cross-cultural adjustment of expatriate literature based on the western nations, which shows that they increasingly work for their country's expatriates. But due to lack of research on this concept in India, the level of work for

expatriates is very low. Also, very few studies showing the effect of cross-cultural training on cross-cultural adjustment and job performance. Thus, the present study is proposed to assess the effect of cross- cultural training on cross-cultural adjustment and job performance.

5. Research methodology

For collecting data, a questionnaire will be designed which will cover all the dimension related to cross-cultural training, cultural intelligence, cross-cultural adjustment and job performance. The items covered in different scale will be on five-point Likert scale. The scale of cross-cultural adjustment includes all facet of cross-cultural adjustment like general adjustment, work adjustment, social interaction adjustment. To measure cultural intelligence, we will use all component of cultural intelligence such as cognitive CQ, meta cognitive CQ, motivational CQ, Behavioural CQ. Cross-cultural training impact will be measure on the basis of three-dimension i.e., pre-departure training, post arrival training, language training, job performance check through task performance, contextual performance, and expatriate's specific performance.

Sample: The survey will cover multinational companies including manufacturing and service sector. The anticipated sample will be of 500 expatriates from 150 organizations. To have a company view, 3-4 questionnaires will be filled from each organization.

Statistical techniques: As the study will be based on behavioural aspects, the survey data will be analysed by applying mean, factors Analysis, ANOVA and multiple regression.

Mean: Mean will show the extent and direction of adaptability of cross- cultural training.

ANOVA: Analysis of variance will be used to measure the differences among mean for three or more populations.

Multiple Regression: This technique will be used to develop a mathematical relationship between two or more independent variable and an interval scaled dependent variable.

Factor Analysis: The statistical tool will be used for data reduction and summarisation.

6.Organisation of the study

I. Introduction: In this chapter, the conceptual framework and objective of the study will be presented.

II. Literature Review: In the second chapter, literature related to the concerned topic will be reviewed and hypothesis will be set.

III. Research Methodology: In the third chapter, research methodology will be discussed by explaining sample size, questionnaire preparation and administration, statistical techniques and chapter organisation.

IV. Results: This chapter will cover results, interpretations and the testing of the hypothesis.

V. Discussion: This chapter will discuss the result in detail.

VI. Conclusion and Recommendations: In the last chapter, the study will be concluded while providing necessary implications, limitations of the study and future research directions.

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